



# ***MID-PENINSULA WATER DISTRICT***

## ***TWO-YEAR STRATEGIC PLAN – FY2023-24***

*Updated January 2024*

### **BOARD OF DIRECTORS**

Matthew P. Zucca, President  
Catherine M. Jordan, Vice President  
Brian Schmidt, Director  
Kirk R. Wheeler, Director  
Louis J. Vella, Director

### **APPOINTED OFFICIALS**

Julie Sherman, District Counsel  
Joubin Pakpour, District Engineer  
James Ramsey, District Treasurer

### **EXECUTIVE STAFF**

Kathryn Wuelfing, General Manager  
Rene Ramirez, Operations Manager  
Monique Madrid, Board Secretary/Administrative Services Manager

## INTRODUCTION

The Mid-Peninsula Water District (MPWD) Board of Directors held special meetings on March 9, 2023 and June 29, 2023 to develop a new Two-Year Strategic Plan for the Fiscal Year (FY) 2023/24 through FY 2024/25 period (Plan). This Plan was updated during a January 9, 2024 Special Meeting and approved during the January 25, 2024 regular meeting of the Board.

This Plan reflects MPWD’s current vision for the District. Many of these changes reflect a shift in the District’s work culture that has evolved over time into a “People First, Mission Always” focus. Strategic priority items are classified as either “A” or “B” generally reflecting the current priority for each item, as identified in the attached Plan. It is noted that priorities may shift and evolve as circumstances change, and that this represents a general policy direction.

Notably, the Vision Statement was updated to reflect MPWD staff’s shared vision for the District. To develop this statement, suggestions for new vision statements were solicited from all staff, and all staff were polled as to their preferences in statements. The suggested vision statements were compiled into the “word cloud” below. The updated Vision Statement on the next page reflects the collective input of all MPWD staff. Director Assignments were updated and that roster is included at the end of the Plan.



## OUR MISSION

**The mission of the Mid-Peninsula Water District is to deliver a safe, high quality, reliable supply of water for current and future generations in a cost effective, environmentally sensitive and efficient manner.**

## OUR VISION

**Providing quality water and essential service, since 1929...now...and into the future.**

## STRATEGIC GOALS



1. Demonstrate outstanding stewardship in the management of District water resources, demands and infrastructure.



2. Provide exceptional levels of service and value to the community in a cost-effective manner.



3. Foster open and candid communication with community, staff and directors that results in collaborative, innovative operations.

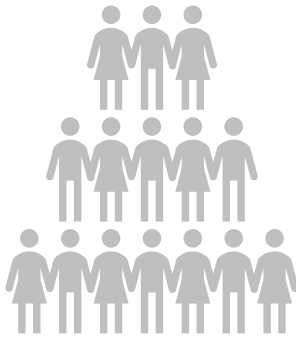


4. Be viewed as an industry leader for water management best practices.

Strategic  
Element **1**

# Employee Services

Maintain a  
workplace worthy of  
our employees and  
community.



## OBJECTIVES

- Foster a culture of learning and innovation.
- Promote professional development and growth.
- Prioritize health and safety, including through support of safety and wellness programs.
- Continue pro-active succession planning.
- Support employee well-being and work-life balance.
- Foster a diverse and inclusive workforce.
- Promote employee engagement and recognition.

## A Priorities

**No. A-1.1:** Leadership and organizational development, including:

- Transition to permanent General Manager (*compl. October 2023*),
- Continue succession planning and employee leadership development training,
- Continue in-house Operator certification training of Maintenance Technicians,
- Continue education and professional development for all employees, and
- Evolve recruiting process e.g., through further website updates and development of a recruiting video.

**No. A-1.2:** Create organizational succession plan, including stages of impact.

**No. A-1.3:** Complete bargaining with MPWD Employee Association (*compl. March 2023*).

**No. A-1.4:** Complete update of Personnel Manual.

**No. A-1.5:** Maintain staff cohesiveness throughout duration of separated workplaces, and work to reunite staff at Dairy Lane Operations Center following building rehabilitation.

## B Priorities

**No. B-1.1:** Review and update performance review tool and process.

**No. B-1.2:** Review/update Rules of the Board of Directors.

**No. B-1.3:** Improve the workflow with our current payroll system, and if appropriate, explore transition to new payroll system.

**No. B-1.4:** Review and revise safety and wellness programs (*compl. July 2023, to be reviewed annually*).

Strategic  
Element 2

External Relationships & Customer Service

Partners with our  
community. Leaders  
in our industry.



**OBJECTIVES**

- Provide community members with prompt, professional, and courteous service.
- Empower efficient and thorough customer service through tools and education.
- Emphasize customer service as a priority for all employees.
- Maintain active working relationships with external agencies.
- Maintain outreach and project coordination with City of Belmont, City of San Carlos, and the County of San Mateo.
- Engage in local, regional and state industry organizations and activities.

**A Priorities**

**No. A-2.1:** Open Old County Road temporary administrative offices to customers following completion of tenant improvements (*compl. June 2023*).

**No. A-2.2:** Continue coordination with City of Belmont on all capital projects.

**No. A-2.3:** Explore additional benefits of customer messaging about customer service portal (e.g., Water Watch, etc.).

**No. A-2.4:** Encourage involvement of all staff in professional organizations (e.g., AWWA, BayWork, CalWEP, CMSFO, etc.)

**No. A-2.5:** Participate in annual two-by-two meetings between District Board and management and City of Belmont Council and management (*first meeting compl. July 2023*).

**No. A-2.6:** Maintain a high level of customer service under 4-day employee workweek.

**B Priorities**

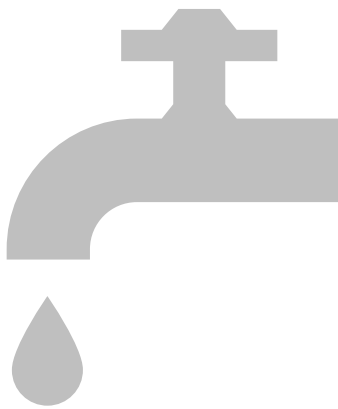
**No. B-2.1:** Broaden the use of telephone system automation.

**No. B-2.2:** Create a customer-service follow-up survey.

Strategic  
Element 3

Resource Management & Resiliency

Dedicated stewards of  
our most essential  
natural resource.



OBJECTIVES

- Provide water efficiency programs, education, and outreach to customers.
- Optimize water efficiency in our water distribution system.
- Ensure water quality meets all required regulatory standards.
- Develop long-term resource sustainability and resiliency through energy and water conservation measures and partnerships.
- Invest in resilient infrastructure.
- Pursue opportunities for more sustainable fuel and energy use.

A Priorities

**No. A-3.1:** Follow development of and comply with State regulations: Long-Term Urban Water Conservation Policy: “*Making Water Conservation A California Way of Life*” (first report submitted Dec. 2023).

**No. A-3.2:** Maintain active engagement and participation in Bay Area Water Supply and Conservation Agency (BAWSCA).

**No. A-3.3:** Continue to participate in development of Tier 2 drought water supply management plan with the other BAWSCA agencies.

**No. A-3.4:** Expand emergency preparation and resiliency messaging to customers (e.g., turn off irrigation system after earthquake, have 3 days of water stored on hand, etc.).

**No. A-3.5:** Explore expansion of dedicated irrigation metering to support water efficiency, with consideration for *Making Water Conservation A California Way of Life* regulations when finalized.

**No. A-3.6:** Inventory commercial, industrial, institutional (CII) non-functional turf within service area and evaluate application of Lawn Be Gone program to CII accounts, with consideration for changing State law on non-functional turf.

B Priorities

**No. B-3.1:** Investigate potential water supply alternative options and partnerships, including but not limited to the San Francisco Peninsula Regional Potable Reuse Project (SPRP), and groundwater development.

**No. B-3.2:** Explore solar, renewable fuels/non-fossil sources, and other related climate-positive opportunities.

**No. B-3.3:** Explore solar panels and batteries as part of Dairy Lane Operations Center and Folger Drive Facility building rehabilitation projects.

**No. B-3.4:** Coordinate with the cities of Belmont and San Carlos and their Housing Element Plans, Specific Plans, and other large projects expected to be served with MPWD water supply.

**No. B-3.5:** Track new development and customer demand changes relative to the District’s San Francisco Public Utilities Commission (SFPUC) supply allocation on a routine basis.

Strategic  
Element 4

Infrastructure Management & Operations

Maintain and invest  
judiciously in a  
reliable distribution  
system.



OBJECTIVES

- Maintain proactive operations and maintenance programs.
- Embrace technology for streamlined operations.
- Prioritize documentation to support consistent practices and succession planning.
- Maintain long-term capital improvement program that protects the community's investment.
- Follow industry best management practices.

A Priorities

**No. A-4.1:** Complete Dairy Lane Operations Center Rehabilitation project.

**No. A-4.2:** Complete Folger Drive Remodel and Repurpose project.

**No. A-4.3:** Incorporate CARB Advanced Clean Fleets rule electrification needs into facility rehabilitation projects.

**No. A-4.4:** Complete 2016 Certificates of Participation (COP).

**No. A-4.5:** Complete CIP projects:

- Harbor Boulevard Improvements (*substantially compl.*)
- Hastings Dr. Service Connections (*compl. Sept. 2023*)
- Old County Road and Ralston Avenue Improvements
- Oak Knoll / Newlands / Dekoven/ Lincoln/ Pine Knoll Improvements

**No. A-4.6:** Identify next CIP projects and prioritization, to be informed by lifecycle analysis and hydraulic modeling.

**No. A-4.7:** Implement GIS-based asset management system (Spatial Wave).

**No. A-4.8:** Develop and implement Water Service Regulations from Water Service Ordinance No. 103 and industry best management practices.

**No. A-4.9:** Develop a tree assessment and maintenance program.

B Priorities

**No. B-4.1:** Continue implementation of the Emergency Response Plan (ERP), including coordination with other local agencies.

**No. B-4.2:** Continue to develop a comprehensive set of Operational Standard Operating Procedures (SOPs), including measurement and tracking tools.

**No. B-4.3:** Develop and implement records retention policy.

**No. B-4.4:** Create schedule of timing for policy updates.

**No. B-4.5:** Evaluate vehicle fleet, and consider new CARB Advanced Clean Fleets rule, including Peninsula Clean Energy electric vehicle opportunities.

**No. B-4.6:** Maintain a calibrated hydraulic model of the District's system.

**No. B-4.7:** Develop a proactive meter replacement program.



Strategic  
Element 5

# Financial Management

Honest and transparent  
stewardship of public  
funds.



## OBJECTIVES

- Monitor and ensure that water rates and fees represent a good value to our customers.
- Complete annual budget process on a timely basis.
- Utilize data-driven financial planning and budgeting, and conduct routine monitoring of projections.
- Maintain financial management policy and internal control procedures in accordance with best management practices.
- Utilize Board Finance Committee for detailed review of financial matters.
- Foster a culture of financial responsibility among all employees.
- Leverage technology for financial efficiency.
- Maintain clear financial reporting and transparency.

### A Priorities

**No. A-5.1:** Complete and implement Financial Management Policy.

**No. A-5.2:** Complete and implement updated Miscellaneous Fees.

**No. A-5.3:** Complete and implement water rate study and Proposition 218 process.

**No. A-5.4:** Complete and implement updated Water Capacity Charges.

**No. A-5.5:** Review and consider Water Demand Offset charges and policy.

**No. A-5.6:** Complete Governmental Accounting Standards Board (GASB) 75 Other Postemployment Benefits (OPEB) Actuarial Report (*compl. October 2023*).

**No. A-5.7:** Evaluate bond financing for Capital Improvement Program.

**No. A-5.8:** Select and engage a new financial auditor firm (*compl. July 2023*).

### B Priorities

**No. B-5.1:** Investigate divestment from companies that lack greenhouse compliance.

**No. B-5.1:** Evaluate and pursue grant funding and partnership opportunities.

**No. B-5.2:** Evaluate further U.S. Treasury investments or other appropriate conservative investment strategies.

## DIRECTOR ASSIGNMENTS/COMMITTEES

Updated January 25, 2024

ASSIGNMENT	2024
ASSOCIATION OF CALIFORNIA WATER AGENCIES (ACWA)/REGION 5	All
ACWA/JOINT POWERS INSURANCE AUTHORITY (JPIA)	Brian Schmidt Kirk Wheeler (Directors are voting members GM is the alternate)
BAY AREA WATER SUPPLY & CONSERVATION AGENCY (BAWSCA)	Louis Vella Four-Year Term Ends: June 30, 2025
SAN MATEO CHAPTER - CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (CSDA)	Louis Vella Kirk Wheeler <i>Kat Wuelfing, General Manager</i>
GENERAL MANAGER SUPPORT & PERFORMANCE EVALUATION	Cathy Jordan Matt Zucca
HARBOR INDUSTRIAL ASSOCIATION (HIA)	Brian Schmidt Kirk Wheeler Louis Vella
CHAMBER SAN MATEO COUNTY	All

STANDING COMMITTEE	2024
FINANCE COMMITTEE	Kirk Wheeler Louis Vella <i>James Ramsey, District Treasurer</i>

AD HOC COMMITTEE	2024
TWO-BY-TWO WITH CITY OF BELMONT COMMITTEE	Louis Vella Cathy Jordan